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ABSTRACT

As national, state, and community attention focuses increasingly on school readiness and early literacy, more state and community leaders realize that business partners can contribute to creating early learning opportunities for all children in many important ways. This guide is intended to help early childhood leaders work effectively with business partners. The guide offers 10 tips drawn from research and interviews with business leaders on how to create and sustain early childhood partnerships. Each tip includes advice, quotations or short examples, and numerous drawings that illustrate basic do's and don'ts of working with business. Also included in the guide is a quiz providing an opportunity to identify what went wrong in each missed opportunity scenario, with suggestions for alternative actions. The 10 tips are: (1) make the right business case; (2) have clear vision, goals, and strategies; (3) know what to ask for; (4) understand business culture and avoid jargon; (5) find the right champions; (6) get business peers to help recruit others; (7) measure and report on results; (8) keep in touch and keep it brief; (9) encourage businesses to draw from multiple resources; and (10) publicly recognize business contributions. Two appendices discuss ways business can help early childhood education and list additional resources. (KB)

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Ten Tips for Getting and Keeping Business Involved:

An Illustrated Guide for Early Childhood Leaders

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Nina Sazer O'Donnell
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10 TIPS

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Designed and Illustrated by
John Boose

Families and Work Institute

Nina Sazer O'Donnell
Carter McJunkin

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INTRODUCTION

As national, state and community attention focuses increasingly on school readiness and early literacy, more state and community leaders realize that business partners can contribute to creating early learning opportunities for all children in many important ways. Likewise, increasing numbers of business leaders understand that without positive early childhood development, K-12 students will not grow into the workforce needed for prosperity—today and in the future. More and more employers see that having child care, health care and other family supports in their communities can help them recruit and retain the best employees, especially as competition for employees increases across the nation and across industries.

In many states and communities, efforts among the public and private sectors to address child health, quality child care, effective parenting and early learning system development have been extraordinary, lighting the way for other partnerships. Families and Work Institute (FWI) and many other organizations have studied and learned from public and private sector leaders, resulting in a growing body of research literature and the development of technical assistance tools, some of which are listed in *Appendix II: Resources*.

With funding and leadership from the Carnegie Corporation of New York's Starting Points Initiative, the Lucent Technologies Foundation Universal Preschool Initiative and many other public and private funders, FWI has helped numerous states and communities to effectively engage business in their early childhood system building efforts. In addition, as part of the Child Care Partnership Project (see sidebar), we have studied and documented what makes public-private partnerships work.

Yet for all of the successful public-private early childhood partnerships that exist, there are still many more that have not yet emerged or realized their fullest potential. And this often occurs through some very common and easily avoided misunderstandings.

The following pages provide tips for avoiding missteps and making the most of partnership opportunities.

The Child Care Partnership Project (CCPP), a recent collaboration among FWI, The Finance Project and the National Governors' Association and funded by the U.S. Department of Health and Human Services Child Care Bureau, created a research base of 75 profiles, 15 case studies, a series of guides, tips, fact sheets, a short video, an employer involvement toolkit and a power point presentation on engaging business. These and many other free resources are available at http://www.nccic.org/ccpartnerships. (See the full list of CCPP resources in *Appendix II: Resources*)

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ABOUT THIS GUIDE

This guide is intended to help early childhood leaders work effectively with business partners. It offers 10 tips drawn from research and interviews with business leaders on how to create and sustain successful early childhood partnerships. It is designed for current and future leaders who want to start a partnership effort as well as for those who simply want to improve or expand existing partnerships.

Each tip includes advice, quotes and/or short examples, along with numerous drawings that illustrate basic dos and don'ts of working with business.

The guide also includes a quiz to see if you can correctly identify what went wrong in each missed opportunity scenario, with both lighthearted and serious suggestions for what to do, based on your score. It ends with a detailed list of other resources.

The illustrations, tips, quotes and resources included in this guide can be used in many ways. You can use them to plan meetings and strategy sessions, to aid in staff training and leadership development, to evaluate your efforts or to spark new partnership ideas. Most importantly, remember them to make sure that you succeed when you work with business on early childhood issues.

TIPS

TIP 1: Make the (right) business case

Many businesses want to do the right thing, but their main goal is to make a profit. Early childhood leaders too often believe that their own good work is enough to make a compelling case, which can lead to disappointment and missed opportunities. The important thing is to see early childhood through the eyes of a business person, understanding that unless the company benefits, there is no compelling reason to be involved. The challenge is to communicate in ways that address those business needs. The good news is that there are many sound business reasons for employers to address early childhood issues.

Providing high quality child care to employees is essential to recruitment and retention, which is essential to our business.

Michael Bennett, Vice President, Corporate Affairs
ongaberger Basket and Home Décor Company, Ohio

Example: Faced with low unemployment in the midst of a Butterball Turkey plant expansion in rural Arkansas, ConAgra found the best way to attract and keep good workers was to provide safe, affordable child care. Working with local Head Start and community leaders, they set up the Madison County Child Development Center, or Paul's Place, right next door to the plant. Half of the spaces are reserved for children of employees and are subsidized by ConAgra. ConAgra reports that their strategy helped attract the employees they needed.

Ways to Make a Business Case

These basic arguments can be augmented with specific national, state and local data to make a compelling business case:

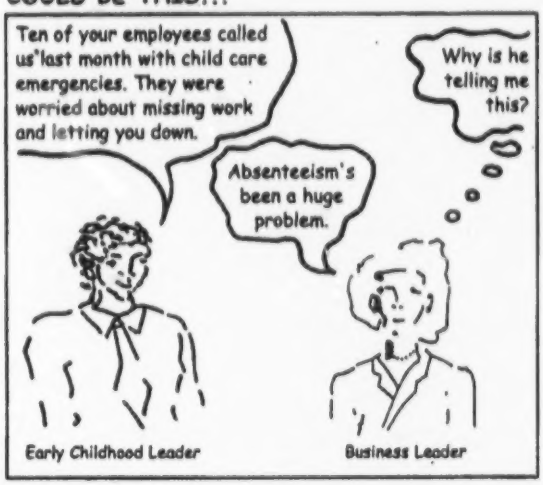
- It's hard to find and keep the best employees. According to FWI's *Business Work-Life Study*, 68 percent of companies report that it is difficult to fill jobs for skilled employees and 40 percent that it is difficult to fill entry-level or hourly jobs. Offering family-supportive benefits, such as flexible scheduling or child care subsidies can help keep recruitment and training costs down.
- Absenteeism affects productivity and can reduce profits. Back-up child care can help reduce absenteeism.
- Health insurance and child care are expensive. Many employers, especially small business owners, can't afford to provide coverage for families or underwrite child care costs. Enrolling eligible children in state child health insurance and child care subsidy programs can help.
- Future prosperity and continued economic development require students who have been successful in their K-12 education. This success requires positive early childhood development that comes from good quality child care, health care and parenting supports.
- Future prosperity is linked to state and community resources that attract and support both businesses and families.

10 TIPS

THIS...

Hi. My early learning center helps lots of children. We need more funds. Can you help?
Sorry, we're all out of funds.
He's gotta be kidding. I don't even know if I'll make production and payroll with so many employees absent all the time. And he's asking me for money?
Early Childhood Leader
Business Leader

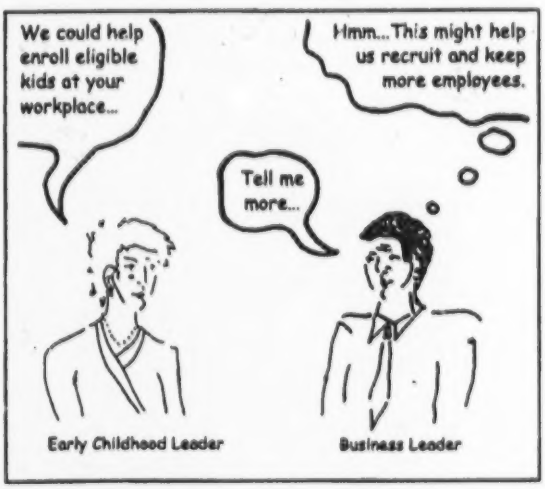
COULD BE THIS...


Ten of your employees called us last month with child care emergencies. They were worried about missing work and letting you down.
Absenteeism's been a huge problem.
Why is he telling me this?
Early Childhood Leader
Business Leader

Maybe I can help. We can make "back-up" care spaces available when your employees need them.
Can you get me some cost projections?
Hmm, this might work. He gets it that child care breakdowns cost us and our employees and he's got a solution! I like that.
Early Childhood Leader
Business Leader

OR THIS...

According to our research, 60 percent of your employees have children who are eligible for state child care subsidies and health insurance.
Really?
I always thought we paid pretty well...I wonder if she's right...
Early Childhood Leader
Business Leader


We could help enroll eligible kids at your workplace...
Tell me more...
Hmm...This might help us recruit and keep more employees.
Early Childhood Leader
Business Leader

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TIP 2: HAVE CLEAR VISION, GOALS AND STRATEGIES

Businesses' success depends on their ability to reach identified goals with profitable results. Framing your request in language business uses and understands will increase attention to and support for your efforts. If you can't explain the purpose of your efforts, the way you intend to accomplish your goals and the indicators of success, it will be very difficult to convince others to join you.

More importantly, without a clear vision, goals and strategies, you will find it more difficult to end up where you want to be. Regularly reviewing your goals and strategies enables you to assess what's working and what needs re-tooling. And when you present your goals and plans in ways that help employers see how their involvement helps accomplish business goals, you'll be more likely to succeed.

You got to be careful if you don't know where you're going, because you might not get there.

Yogi Berra

Example: In North Carolina, business, government, families and community leaders work together in state and local partnerships through Smart Start toward a common vision: *Every child in North Carolina will enter school healthy and ready to succeed.* To achieve this vision, each North Carolina county assesses needs and sets its own goals every year. In rural Wilkes County, Smart Start approached Lowe's, the county's largest employer, with mutually beneficial goals in mind.

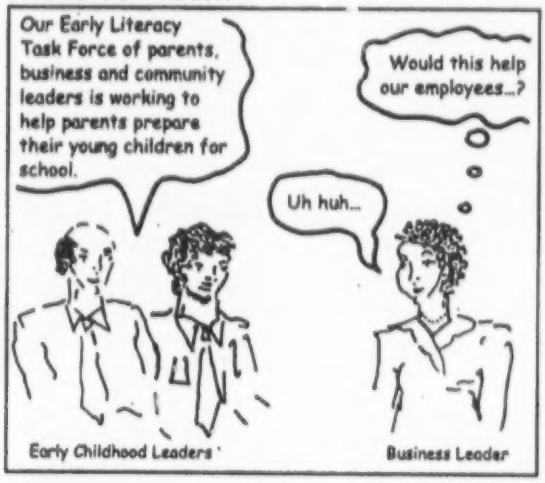
At the time, Wilkes County lacked the quality child care needed to serve all children. Smart Start leaders knew Lowe's employees were desperate for high quality child care and that Lowe's had expressed interest in supporting Smart Start in the county. Lowe's contributed near $500,000 toward renovating and expanding a child care center on the campus of Wilkes Community College. The funds subsidize the center's operating costs. As part of the deal, Lowe's gets first priority for a certain number of spaces in the center for their employees. The employees still have to pay the cost, but they get first right of refusal for a certain percentage of the spaces in the center. Improving the quality of child care and increasing the number of available child care spaces for Lowe's employees helped achieve the Smart Start vision in Wilkes County.

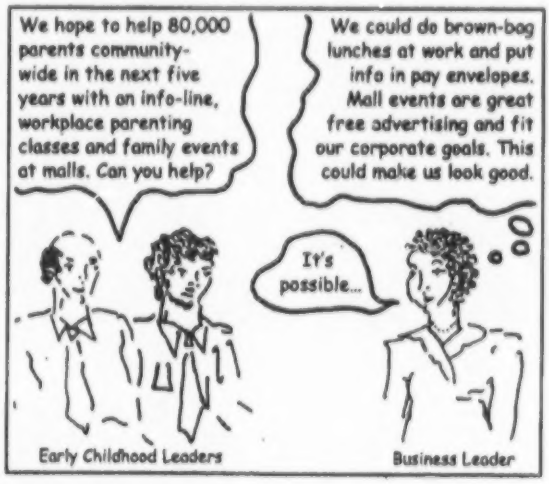
10 TIPS

THIS...

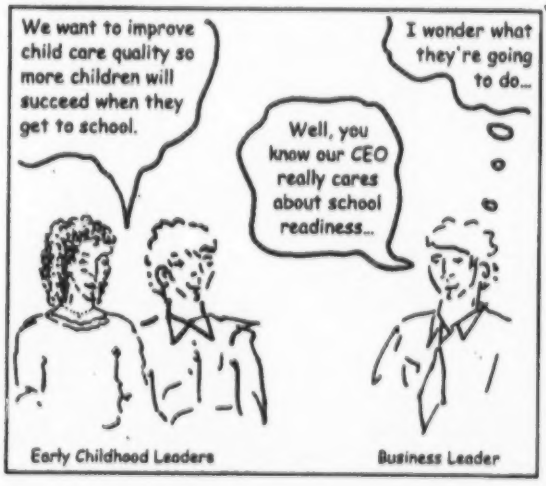
We really need business leaders to help on early childhood.
Sorry, I'm already over-committed. Maybe next year.
I have no idea what this is about and I'm too busy to find out.
Early Childhood Leader
Business Leader

COULD BE THIS...


Our Early Literacy Task Force of parents, business and community leaders is working to help parents prepare their young children for school.
Would this help our employees...?
Uh huh...
Early Childhood Leaders
Business Leader


We hope to help 80,000 parents community-wide in the next five years with an info-line, workplace parenting classes and family events at malls. Can you help?
We could do brown-bag lunches at work and put info in pay envelopes. Mall events are great free advertising and fit our corporate goals. This could make us look good.
It's possible...
Early Childhood Leaders
Business Leader

OR THIS...


We want to improve child care quality so more children will succeed when they get to school.
I wonder what they're going to do...
Well, you know our CEO really cares about school readiness...
Early Childhood Leaders
Business Leader

In the next three years we're going to help child care programs get national accreditation in five neighborhoods where your employees live. Can you help?
Sounds like they've got a well organized plan. I wonder if our foundation can help too...
How?
Early Childhood Leaders
Business Leader

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TIP 3: KNOW WHAT TO ASK FOR

To successfully get business help with early childhood concerns, it is critical to understand not only why early childhood matters to business, but how business can best contribute. Asking for the wrong thing can lead to missed opportunities. Businesses can contribute by providing financial support, developing workplace initiatives, making in-kind contributions, engaging volunteers, providing technical expertise, serving as champions and influencing public policy. There are also many ways in-kind support from various parts of a business can help. Experts, like accountants, financial managers, communications experts, building managers, risk managers and others are often willing to work on projects that allow them to use their skills in new ways. These kinds of "special assignments" can also be learning experiences for junior executives. (For more details about these kinds of contributions, see *Appendix I: Ways That Business Can Help.*) Often, involvement starts small and deepens over time. Early childhood leaders should be clear about what type of involvement might be appropriate for each business targeted.

Example: *Indiana's Cinergy Corporate Mentor Initiative* shares business expertise with child care programs and partnerships in nearly two-thirds of Indiana's counties. Organized by the state's public utility company, corporate volunteers help programs with financing, personnel, marketing and managing partnerships.

Example: A bipartisan *Colorado Governor's Business Commission* was asked to figure out early childhood financing. They successfully lobbied for state employer and family child care tax credits and a voluntary tax check off, allowing taxpayers to contribute a portion of their state tax refund to a child care quality improvement fund. These business leaders went on to help organize Educare Colorado—a statewide early childhood system-building initiative.

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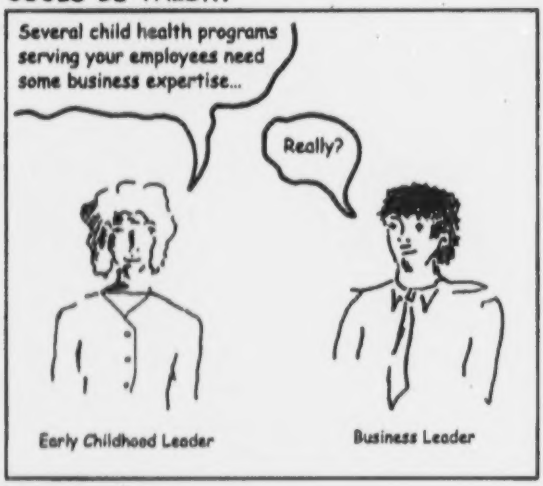
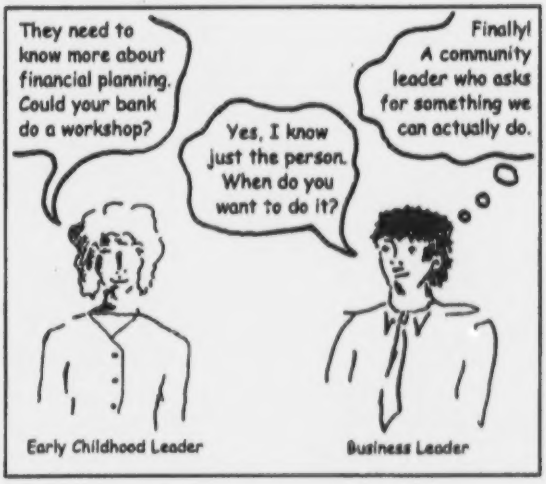
THIS...

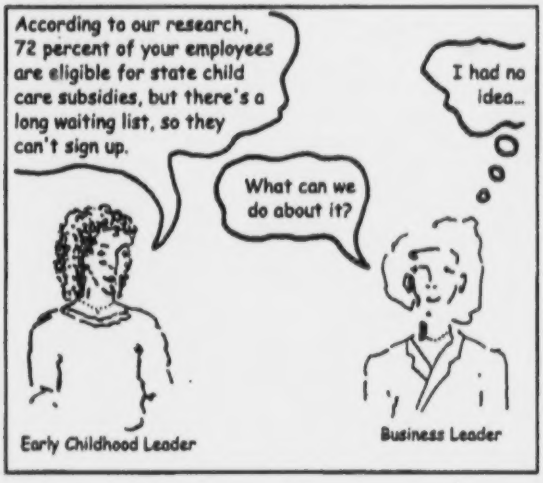
We need to improve child care quality. We're asking employers to contribute. Here are the details.
Early Childhood Leader
Sorry, we're all tapped out.
It sounds like a good cause but we could never come up with the kind of money they're going to need.
Business Leader

COULD BE THIS...


Several child health programs serving your employees need some business expertise...
Really?
Early Childhood Leader
Business Leader


They need to know more about financial planning. Could your bank do a workshop?
Yes, I know just the person. When do you want to do it?
Finally! A community leader who asks for something we can actually do.
Early Childhood Leader
Business Leader

OR THIS...


According to our research, 72 percent of your employees are eligible for state child care subsidies, but there's a long waiting list, so they can't sign up.
What can we do about it?
I had no idea...
Early Childhood Leader
Business Leader

You could let other business leaders know about it. Maybe you could talk to your legislators...
That's a good idea. I'll get back to you.
Hmm, I wonder if I could get the Chamber of Commerce or Business Roundtable interested? I could also talk to my Rotary Club...
Early Childhood Leader
Business Leader

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TIP 4: UNDERSTAND BUSINESS CULTURE AND AVOID JARGON

The Importance of Language

Some language used in the public policy arena can be mis-heard by business, leading to missed opportunities. For example, although many businesses employ *low-wage earning workers* and might welcome government help with family supports such as child care, health insurance or workforce training subsidies, they are often unaware that such resources exist, in part, due to language. When employers hear the words, *working poor*, they don't understand it is a funding category, but rather perceive it as a negative value judgment. Explaining how language is used in the public sector can often lead to new public-private partnership ideas.

Think of business as another culture, with its own language and customs that you must understand and respond to. Framing partnership efforts to emphasize what businesses can get out of their involvement can help you get the best thinking and commitment from your business partners.

Nothing is more off-putting to a business leader than attending meetings full of early childhood process and jargon. Businesses tend to make decisions quickly and business partners will likely not understand early childhood acronyms. Be clear and ready to act when you invite business to the table.

It is equally important to understand that businesses can be cautious about new commitments. This reluctance may be daunting to those unfamiliar with the business climate. It really pays to do your homework, talking to key leaders who can help you understand a company's history and style of involvement. The process of developing trust can take a while, but don't give up. Once a compelling argument is made and a connection to a business is proven, businesses move fast, and they will expect you to keep up with them.

Business leaders need to be educated further on the issues and have to get a clear sense of why they are effective messengers. Early childhood issues must be translated into a language that business leaders can understand, such as bottom-line, cost/benefit, or return on investment, etc.

Kathy Bogle-Shields, Vice President
Providian Financial, New Hampshire
Co-Chair, New Hampshire Business Partners
for Early Learning

Business people...move faster than a lot of the public agencies...but both sides need to listen to each other. The business people need to understand why speed may not be in the best interest of the outcome we seek. By the same token, those used to operating at a slower pace may need to find ways to speed up efforts.

Robert Wehling, Global Marketing Officer
Procter & Gamble, Ohio

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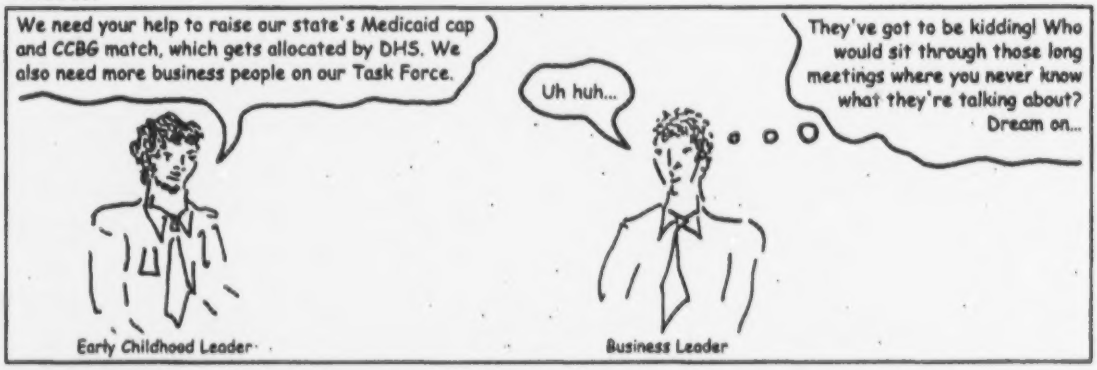
THIS...

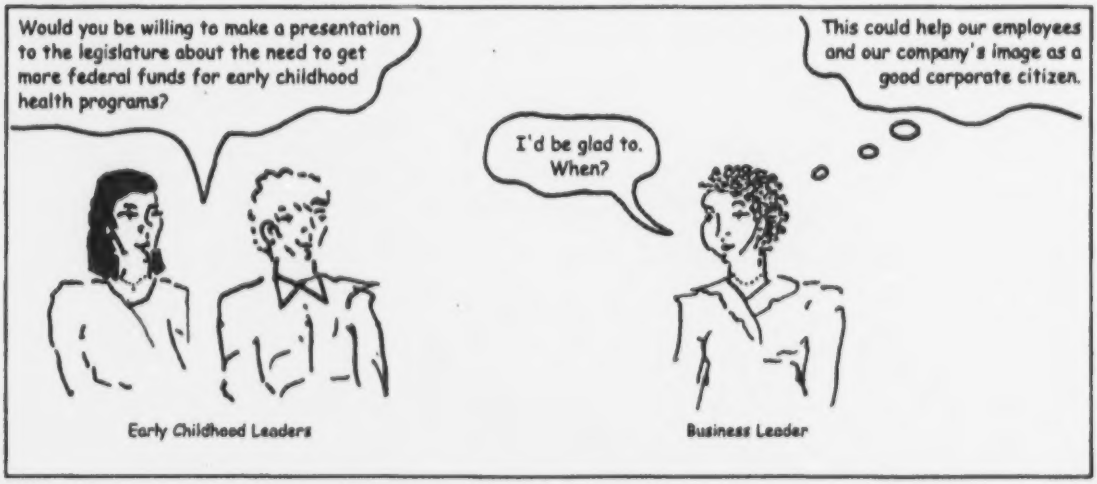

We need your help to raise our state's Medicaid cap and CCBG match, which gets allocated by DHS. We also need more business people on our Task Force.
Early Childhood Leader
Uh huh...
They've got to be kidding! Who would sit through those long meetings where you never know what they're talking about? Dream on...
Business Leader

COULD BE THIS...

If our state could come up with matching funds to access more federal dollars, more of your employees' kids might be able to get health care and child care.
Early Childhood Leader
Makes sense. How could that happen?
Business Leader

Do you think the Chamber of Commerce might put this issue on their legislative agenda?
Early Childhood Leader
Let me bring it up at the Chamber breakfast tomorrow.
I bet they'll love this one.
Business Leader

OR THIS...


Would you be willing to make a presentation to the legislature about the need to get more federal funds for early childhood health programs?
Early Childhood Leaders
I'd be glad to. When?
This could help our employees and our company's image as a good corporate citizen.
Business Leader

TIP 5: FIND THE RIGHT CHAMPIONS

It is critical to identify and get support from champions who have a passion for or reason to care about early childhood issues and who are able to affect decision-making within their businesses. Look for the personal reasons business leaders might be interested. New parents and grandparents are often especially concerned about early childhood issues as are human resource managers, who focus on keeping a company's workforce stable and productive.

Although it is important to get the support of the chief executive officers, it can be equally effective to work with other people who get things done in the company and who have influence with higher-ups. Recently retired business leaders can also be especially effective champions. They are often eager to be involved in their communities, have valuable business relationships, know how to translate good ideas into action and generally have more time. Whoever you ask, be sure to do your homework and target the most likely champions.

It's critical to find a champion. The motivation must come internally for a company to effectively engage and sustain a role in early childhood. I got involved through personal interest, through my volunteer efforts in education, and through watching the development of my own children.

Robert Wehling, Global Marketing Officer
Proctor & Gamble, Ohio

Example: When the North Carolina Partnership for Children tapped AT&T's Vice President of Government Affairs, Clark Plexico, to join their Board of Directors, they knew they were getting a real champion. Before joining AT&T, Plexico served in the North Carolina legislature as a Senator and was involved in creating and expanding the state's Smart Start initiative. This experience enabled Plexico to take on his assignment as Board Chair with solid legislative relationships on both sides of the aisle.

10 TIPS

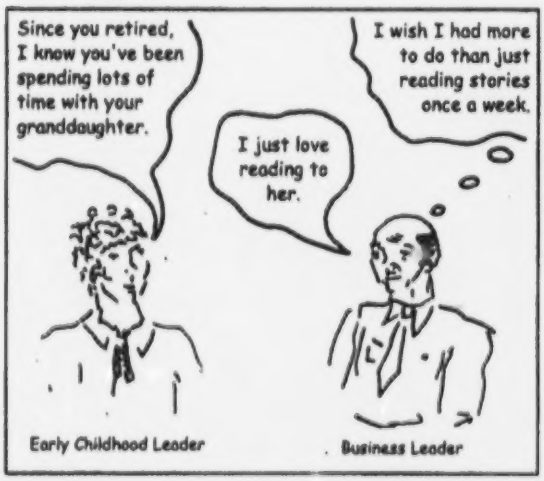
THIS...

Since you're listed as Donations Coordinator on the company letterhead, we'd like you to serve on our Early Childhood Council.
Sorry, my boss won't allow it.
Why are they asking me? I only process donation requests, I don't make any decisions...
Early Childhood Leader
Business Leader

COULD BE THIS...

We're launching a community employee survey and want to make sure we ask the child care questions you want answers to. Can you help?
Sure, what's involved?
Hmm...This could get some visibility for the company and might make our department look good to our CEO.
Early Childhood Leader
Business Leader

OR THIS...


Since you retired, I know you've been spending lots of time with your granddaughter.
I just love reading to her.
I wish I had more to do than just reading stories once a week.
Early Childhood Leader
Business Leader

We're launching a county-wide volunteer reading program for young kids. Your experiences reading to kids and managing volunteer programs before you retired could be real assets. Could you help us organize the program?
I'd love to!
Thank goodness. I hate staying home all the time and I'm lonelier than I thought I'd be. A good community project is just what I need.
Early Childhood Leader
Business Leader

TIP 6: GET BUSINESS PEERS TO HELP RECRUIT OTHERS

Peer recruitment is the most effective way to get the best champions involved. Everyone feels more comfortable joining an effort that trusted colleagues endorse, with people that they know and with whom they enjoy working. Business peers already speak business language, so they can invite others to join in ways they'll understand. You'll have greater success if you ask business people who are connected to you and your work to help recruit others, and getting them to help figure out which arguments or business cases might work best with their colleagues.

Example: The commitment of Sanford Weill, Co-Chief Executive Officer of Citigroup, and original chair of the Maryland Employers' Advisory Committee, was key to the Maryland Child Care Resource Network's development. He successfully recruited other business leaders to invest time and resources and to build political support. These efforts resulted in a network of 13 regional resource and referral centers that help all parents in the state find child care and state funds to support the network's efforts.

Example: When New Hampshire Governor Shaheen's Business Commission on Child Care and Early Education completed its report on the state's child care challenges, a number of the participating business leaders wanted to take the next step and lead an effort to address the identified problems. Recruiting business leaders for the new organization, N.H. Business Partners for Early Learning, was easy due to the willingness of Commission members to tell the story to their peers and the high profile that the Commission report created.

10 TIPS

THIS...

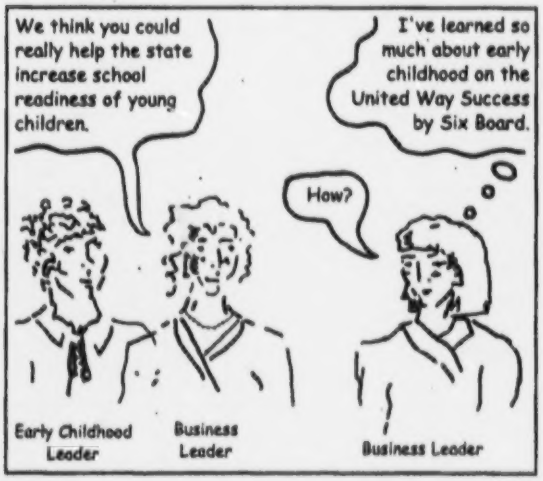
I know we've never met, but I was hoping you'd join our Child Care Task Force.
Sorry, I'm really busy these days.
I don't know this person and don't have time for another committee...
Early Childhood Leader
Business Leader

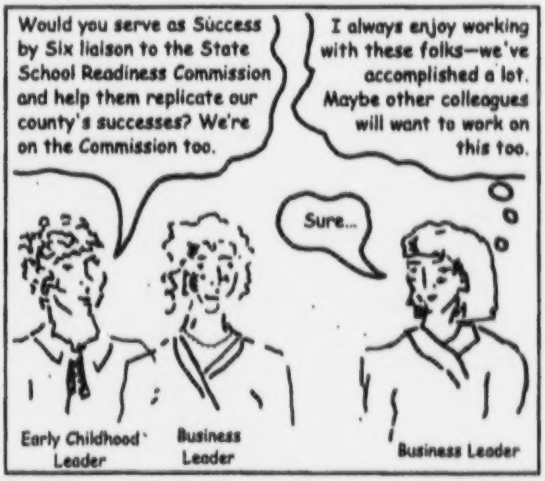
COULD BE THIS...

I've been working on a Child Care Task Force to increase and improve child care. We've opened ten new centers serving several employers in the last year alone.
I wonder if our employees are benefiting?
That's impressive.
CEO, The Great Company
Early Childhood Leader
Business Leader

Half of the centers serve your employees and we need some new Task Force members. Would you join?
If these two are involved, I know it'll be good. And the boss always likes us to be on committees with The Great Company...
I guess I could...you all have helped me out so many times.
CEO, The Great Company
Early Childhood Leader
Business Leader

OR THIS...


We think you could really help the state increase school readiness of young children.
I've learned so much about early childhood on the United Way Success by Six Board.
How?
Early Childhood Leader
Business Leader
Business Leader


Would you serve as Success by Six liaison to the State School Readiness Commission and help them replicate our county's successes? We're on the Commission too.
I always enjoy working with these folks—we've accomplished a lot. Maybe other colleagues will want to work on this too.
Sure...
Early Childhood Leader
Business Leader
Business Leader

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TIP 7: MEASURE AND REPORT ON RESULTS

Many businesses use data to inform business decision-making and to assess the impact of their investments. Giving business partners data that substantiates the need for community action provides a rationale for their participation and investment. Complementing this with information about the results of their efforts helps you continue to build credibility and strengthen the case for their ongoing involvement. It also helps your partnership evaluate and refine strategies as you progress, to make sure you actually achieve your goals.

Example: When the Florida Executive Partnership documented where parents of children receiving child care subsidies are employed, employers realized that the state's long waiting list was *their* problem. They organized and successfully lobbied for an employer matching fund that eliminated the waiting list. These results then inspired more action, leading to the *One Hour a Week for Kids* lobbying initiative, which brings together corporate lobbyists to donate one hour each week to advocate for child care and other legislation to improve Florida's economy. In 1999, they got $37 million for state child care subsidies and $71.4 million in 2000.

Example: *Child Care in New Hampshire* (a 1998 study conducted by Helms & Company, Concord, N.H. and funded by Providian Financial) reported the results of a survey of over 400 employed New Hampshire parents. One of the facts that caught the attention of many business people and the State of N.H. Office of Employment Security was that 24 percent of parents surveyed reported leaving a job due to child care problems. This information came from a credible source and defined the child care challenge as something business people should care about.

10 TIPS

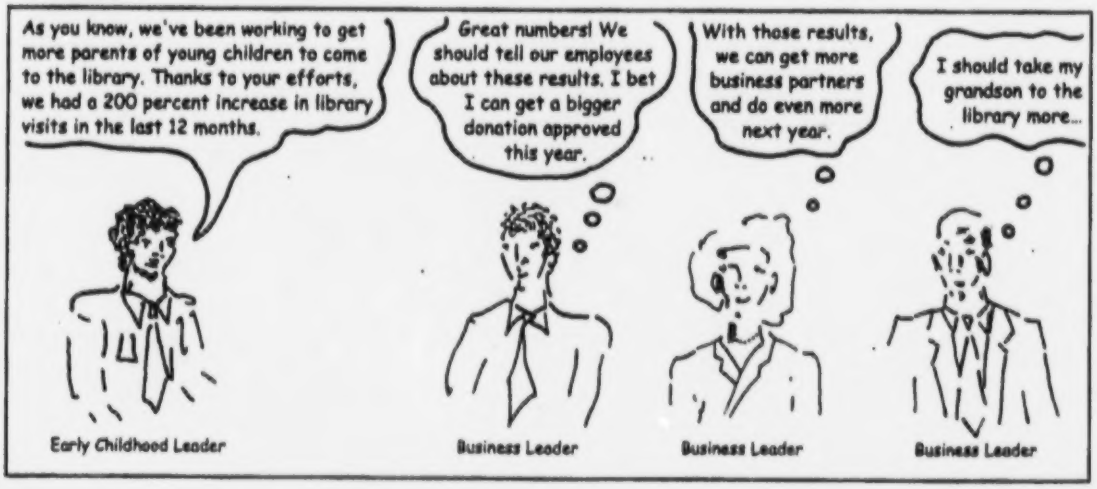
THIS...

Now that we've been at this for a year, I'm happy to report that things are improving. And we need to improve even more.
Early Childhood Leader
It's been a year already? I don't even know what we accomplished! I'm outta here!
Business Leader
Well, this was a waste. I wonder what "improving" means...
Business Leader

COULD BE THIS...

As you can see, because of your investments of time and dollars, 50 percent more children have high quality early education and care. And I'd like to thank the Data Company for helping us with software that tracks our progress.
Early Childhood Leader
We did that so well, what else can we do?
Business Leader
Wow, we actually accomplished something. My CEO will be pleased.
Business Leader
I bet they're gonna hit us up for more money, but with results like this, it's worth it.
Business Leader

OR THIS...


As you know, we've been working to get more parents of young children to come to the library. Thanks to your efforts, we had a 200 percent increase in library visits in the last 12 months.
Early Childhood Leader
Great numbers! We should tell our employees about these results. I bet I can get a bigger donation approved this year.
Business Leader
With those results, we can get more business partners and do even more next year.
Business Leader
I should take my grandson to the library more...
Business Leader

BEST COPY AVAILABLE

TIP 8: KEEP IN TOUCH AND KEEP IT BRIEF

Work with business partners to figure out the best ways to keep them up to date about the impact of their efforts, identify new opportunities and encourage ongoing participation. Communication strategies might include regular meetings, newsletters, e-mail and/or conference calls. It's also important to avoid burying business partners with long, technical policy documents. Be strategic about sharing essential information. A bulleted summary or brief is always preferable to pounds of paper. Whatever the message, keeping everyone informed in ways that are brief, clear and to the point helps keep partnership efforts moving while respecting the time constraints of all partners.

It can also help to learn about business partners' preferred communication styles from their staff. Ask a business leader's assistant or executive secretary about his or her preferences and what to avoid. It is the assistant's job to condense information and make it actionable, schedule appointments and organize workloads. Your business partners and their staff will appreciate it when you ask for their help.

When Providian created the Child Care Facilities Fund at the N.H. Community Loan Fund, we requested reports on both the challenges encountered and success stories. Every month since January 1998, we've received a clearly laid out table that shows the number and type of inquiries from child care providers, the number of loans approved and the number of loans closed by location. Additional columns tell us how much money was loaned, how many children we affected, and the total dollars leveraged in the deal. The reports are easy to understand and tell a great story about our joint success in making a difference.

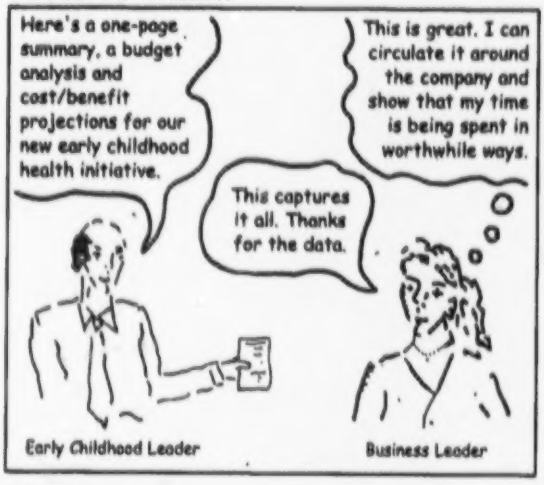
Kathy Bogle-Shields, Vice President
Providian Financial, New Hampshire,
Co-Chair, New Hampshire Business Partners for Early Learning

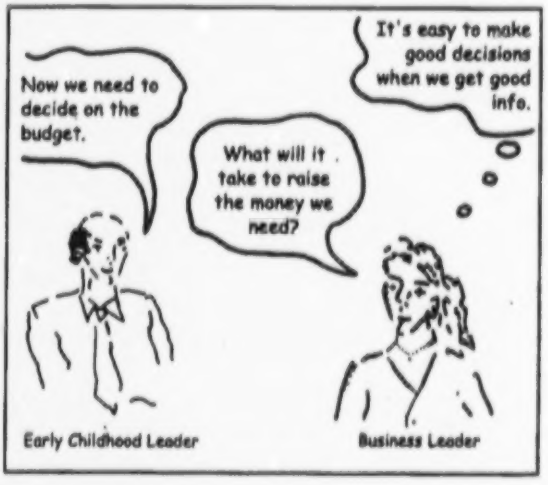
10 TIPS

THIS...

Here are three books and four reports to read before our meeting next week to get you up to speed.
My my...
And they think I have time to read all this? I'll be lucky if I can get to the meeting! I don't know if this initiative is for me...
Early Childhood Leader
Business Leader

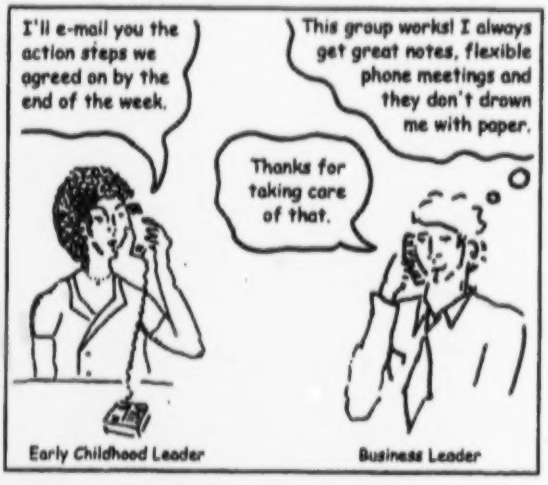
COULD BE THIS...


Here's a one-page summary, a budget analysis and cost/benefit projections for our new early childhood health initiative.
This is great. I can circulate it around the company and show that my time is being spent in worthwhile ways.
This captures it all. Thanks for the data.
Early Childhood Leader
Business Leader


Now we need to decide on the budget.
What will it take to raise the money we need?
It's easy to make good decisions when we get good info.
Early Childhood Leader
Business Leader

OR THIS...

Well, that does it, thanks for your time.
Let's review next steps.
I love these concise phone meetings!
Early Childhood Leader
Business Leader


I'll e-mail you the action steps we agreed on by the end of the week.
Thanks for taking care of that.
This group works! I always get great notes, flexible phone meetings and they don't drown me with paper.
Early Childhood Leader
Business Leader

BEST COPY AVAILABLE

TIP 9: ENCOURAGE BUSINESSES TO DRAW FROM MULTIPLE RESOURCES

Community leaders can work proactively with businesses to broaden their awareness of all the ways businesses can help and how different kinds of involvement might help achieve multiple business goals. Effective leaders can often help larger businesses consider how they might leverage multiple internal resources to support their community investments. Encouraging larger businesses to link and/or coordinate programs and funds from their employee benefits, charitable giving and community relations departments with funding from a corporate foundation helps businesses gain cost efficiencies and focus more resources on their community investment goals.

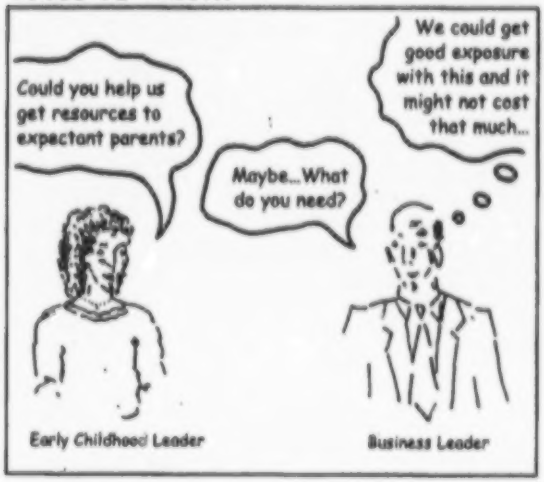
Example: Lucent Technologies' need for a well-educated and talented workforce led the company's foundation to focus on education reform in its grant making. This focus recently expanded to include early learning and early childhood system-building grants. As a result, the foundation established the Lucent Universal Preschool Initiative and in 2000 made grants to community collaborations in 13 states among schools, HeadStart and child care to create universal preschool programs. In 2001, the foundation made four continuation grants that enable community collaboratives to expand their work statewide.

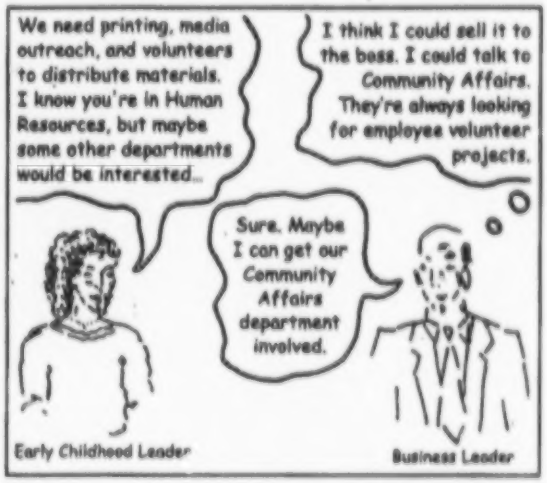
10 TIPS

THIS...

Could you donate funds to print a community coupon book to give expectant moms when they show up for prenatal care appointments?
Sorry, we're out of funds...
I've spent all the money in my budget. Too bad. Helping moms get better health care is a good cause.
Early Childhood Leader
Business Leader

COULD BE THIS...


Could you help us get resources to expectant parents?
Maybe...What do you need?
We could get good exposure with this and it might not cost that much...
Early Childhood Leader
Business Leader


We need printing, media outreach, and volunteers to distribute materials. I know you're in Human Resources, but maybe some other departments would be interested...
I think I could sell it to the boss. I could talk to Community Affairs. They're always looking for employee volunteer projects.
Sure. Maybe I can get our Community Affairs department involved.
Early Childhood Leader
Business Leader

OR THIS...

We just got a grant from your company's foundation for an early childhood immunization program.
Maybe this will help improve our state's record on immunization. I read a newspaper report about the need for this.
Congratulations!
Early Childhood Leader
Business Leader

Do you think we could set up community health fairs at your stores?
Hmm, this might draw customers into our stores.
If it's not too involved, we could probably help.
Early Childhood Leader
Business Leader

BEST COPY AVAILABLE

TIP 10: PUBLICLY RECOGNIZE BUSINESS CONTRIBUTIONS

Most businesses see a positive public image as essential to their financial success. Being recognized with awards and media coverage can often lead to an even deeper level of involvement. Many businesses avidly read annual work-life ratings systems, such as the annual *Working Mother* magazine list of the best companies to work for. Tying business recognition events with activities that coincide with publication of such lists can enhance the visibility of your efforts. In addition, recognizing business and public sector initiatives and leaders at the same time can encourage public-private partnerships.

Example: The Child Care Fund of Vermont created the *Child Care Counts Honor Roll* for Vermont employers, an annual listing in *Vermont Business Magazine* of family-friendly businesses. The Honor Roll suggests ways that employers can address child care for their employees and raise awareness about the business impact of child care. As a result, contributions to the Child Care Fund increased and more employers are helping employees with young children.

Example: United Way's Success By 6 in Syracuse, N.Y. created an award to honor businesses and named it for William J. Donlon, Retired Chairman and CEO, Niagara Mohawk Power Corporation. The Donlon Award is given every year to honor businesses that have adopted family friendly policies and practices.

The attention that we received following the Donlon Award presentation was significant. The media focus on how MMRI's employees are appreciated by the company and how that, in turn, allows MMRI to keep experienced staff is advertising that can't be bought. This attention has enhanced our ability to recruit and retain staff. As for business, potential clients may have given MMRI another thought, realizing that their accounts will receive the quality attention that they deserve.

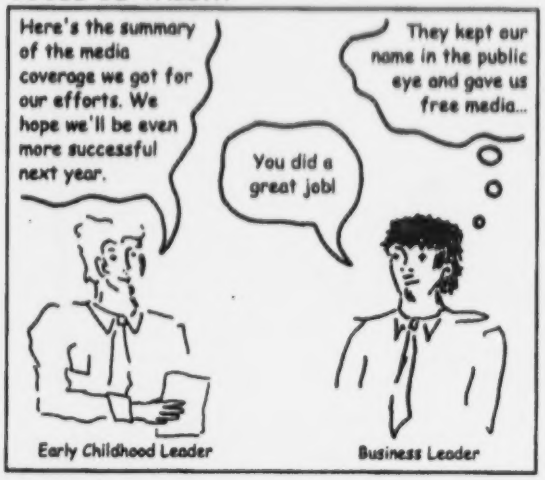
John Pennisi, President, MMRI, Dewitt, New York

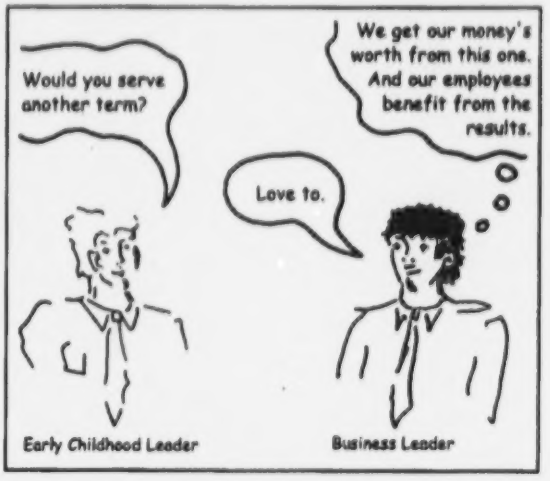
10 TIPS

THIS...

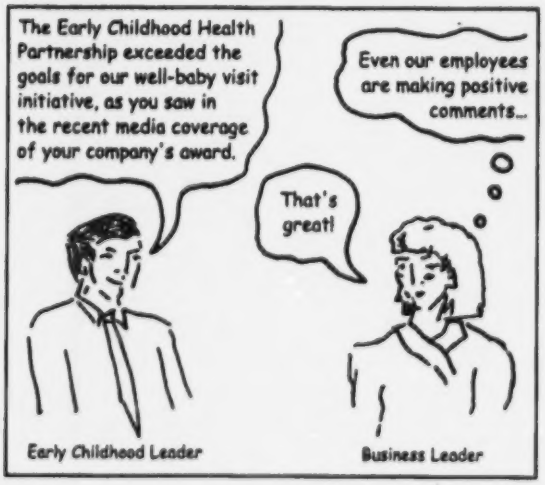
We hope you'll serve another term on the Early Childhood Health Council.
Sorry, I won't be able to.
We didn't get any press or visibility for our efforts. I could do other things that would get more attention for the company.
Early Childhood Leader
Business Leader

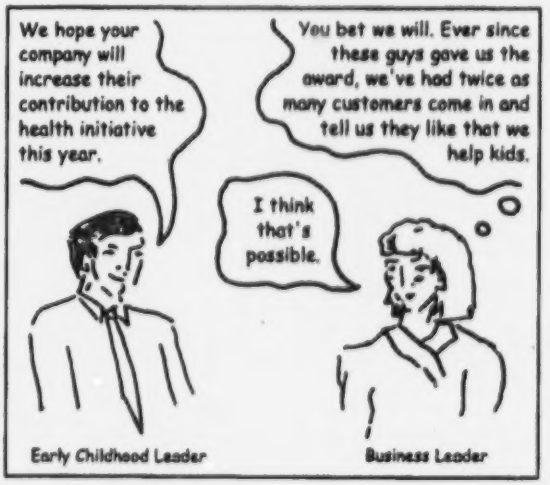
COULD BE THIS...


Here's the summary of the media coverage we got for our efforts. We hope we'll be even more successful next year.
You did a great job!
They kept our name in the public eye and gave us free media...
Early Childhood Leader
Business Leader


Would you serve another term?
Love to.
We get our money's worth from this one. And our employees benefit from the results.
Early Childhood Leader
Business Leader

OR THIS...


The Early Childhood Health Partnership exceeded the goals for our well-baby visit initiative, as you saw in the recent media coverage of your company's award.
That's great!
Even our employees are making positive comments...
Early Childhood Leader
Business Leader


We hope your company will increase their contribution to the health initiative this year.
I think that's possible.
You bet we will. Ever since these guys gave us the award, we've had twice as many customers come in and tell us they like that we help kids.
Early Childhood Leader
Business Leader

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CARTOON QUIZ: WHAT DO YOU KNOW?

Take the cartoon quiz to see how much you know and what you've learned. See if you can identify what went wrong in each missed opportunity scenario. Use the answers and advice on the next page to know what you can do next.

WHAT WENT WRONG?

Tip 1, Cartoon 1: The early childhood leader:

a. ☐ didn't understand business perspective
b. ☐ didn't make a business case
c. ☐ was too specific
d. ☐ a and b
e. ☐ all of the above

Tip 2, Cartoon 1:

a. ☐ didn't make a compelling case
b. ☐ used the word "um" too often
c. ☐ couldn't say what the vision and goals were
d. ☐ all of the above
e. ☐ none of the above

Tip 3, Cartoon 1:

a. ☐ didn't ask for the right thing
b. ☐ didn't suggest other ways to help
c. ☐ didn't speak to employer's needs
d. ☐ all of the above
e. ☐ none of the above

Tip 4, Cartoon 1:

a. ☐ used too much jargon
b. ☐ had a spelling disorder
c. ☐ didn't use clear language
d. ☐ a and c
e. ☐ none of the above

Tip 5, Cartoon 1:

a. ☐ didn't ask the right person
b. ☐ didn't have enough of a reason to ask
c. ☐ didn't develop a champion
d. ☐ all of the above
e. ☐ none of the above

Tip 6, Cartoon 1:

a. ☐ didn't get a business person to ask a peer
b. ☐ didn't know the person being asked
c. ☐ didn't explain how much time it would take
d. ☐ all of the above
e. ☐ none of the above

Tip 7, Cartoon 1:

a. ☐ couldn't quantify results
b. ☐ didn't make a strong case for more investment
c. ☐ didn't inspire more commitment
d. ☐ all of the above
e. ☐ none of the above

Tip 8, Cartoon 1:

a. ☐ gave too much information
b. ☐ didn't give enough information
c. ☐ didn't think about the business leader's needs
d. ☐ a and c
e. ☐ none of the above

Tip 9, Cartoon 1:

a. ☐ didn't ask for the right thing
b. ☐ didn't explore other kinds of help
c. ☐ didn't give the business an award
d. ☐ a and b
e. ☐ none of the above

Tip 10, Cartoon 1:

a. ☐ didn't recognize efforts of business partners
b. ☐ didn't give business leader reasons to continue support
c. ☐ may wonder why business participation is dropping off
d. ☐ a and b
e. ☐ none of the above

WHAT DO YOU KNOW?

CORRECT ANSWERS

Tip 1, Cartoon 1: d
Tip 2, Cartoon 1: c
Tip 3, Cartoon 1: d
Tip 4, Cartoon 1: d
Tip 5, Cartoon 1: d
Tip 6, Cartoon 1: d
Tip 7, Cartoon 1: d
Tip 8, Cartoon 1: d
Tip 9, Cartoon 1: c
Tip 10, Cartoon 1: d

Give yourself five points for each correct answer. Add your total score and read the rating scale below to see what you know and what you ought to do about it. And remember that the goal isn't to always be perfect, but to keep learning and putting your knowledge into action.

TOTAL SCORE

35-50	Either you cheated or you're a real pro. You are able to see strategic opportunities and probably work well with business leaders. Keep it up! You should also share your knowledge and expertise with others who could use your help.
20-35	You've got a basic grasp, but could be doing so much more. Use the resources listed on the following pages and read these tips often. Seek out colleagues and peers who have successfully worked with business. You've almost got it!
0-20	Get expert help before talking to a business person. Use the resources on the following pages, read these tips often, think about how they apply to your situation. Hang in there! And take the quiz again after you do more homework. Your business savvy quotient is bound to go up.

APPENDIX I: WAYS THAT BUSINESS CAN HELP

1. **Contributing money.**
   Focus groups, surveys and polls of parents and the public often report that ***business should contribute more money for child care or other early learning resources.*** While it's always great to ask someone else to pay the bill, this is probably not the best way to fund child care or to inspire business involvement to address the challenges of early learning system development.

   Although, to the uninitiated, having business foot the bill often seems like a logical solution, it's actually not the most effective way that business can contribute. Most businesses in the United States are small and none, not even the largest, could single-handedly or as a sector fund a public early learning system. While financial support can be very helpful, other kinds of help can leverage increased public funding and public will. And since effectively engaging business is all about relationship-building, asking for money is often not the best way to start a relationship. It often works better to offer some help to begin a mutually beneficial relationship.

   Example: *The San Francisco Child Care Facilities Fund* uses a pool of government, foundation and employer dollars to give child care centers and family child care homes the money and know-how that they need to provide affordable, quality child care.

2. **Workplace initiatives.**
   There are many ways that businesses can help their employees with young children through workplace practices, such as encouraging flexible scheduling and leave practices, providing child development information to employees, providing information about enrolling children in state child health insurance and child care subsidy programs and others.

   All of these activities represent win-win situations. They can be good for business, good for employees and good for young children. As you begin relationships with employers, think about how you might help *them*, by providing child development information for company newsletters or intra-nets, offering to arrange speakers for lunch-time parenting seminars, linking them with state and community resources for their employees or helping them find a consultant to research their employee needs.

   Example: *One Small Step*, a regional employer association in the San Francisco Bay area, helps employers address child care and other work-life issues. A recent partnership with the San Francisco Barristers Club created back-up child care for law firm employees who work long and irregular hours.

3. **Providing in-kind donations, volunteers and technical expertise.**
Many businesses have products, people power and/or technical expertise that can make a huge difference to a state or community's early learning programs and system development.

Example: Started by a group of business and union leaders, policy makers and child care experts, the *Michigan Child Care Futures Project* recruits and trains family child care providers and offers technical assistance to local partnerships.

4. **Serving as a champion and/or participating in a state or community early childhood partnership.**
Typically, as business interest and involvement deepen, so does the understanding that early childhood challenges should be addressed systemically, rather than in a program-by-program or piecemeal way, in order to get the early learning results that can lead to school and life success. Business leaders who have been successful in this arena often play increasingly active roles as champions—from serving on early childhood task forces and commissions, raising awareness and spurring action by other business to convening public-private partners or serving as credible public spokespeople.

Example: The American Business Collaboration for Quality Dependent Care (ABC), was formed in 1992 by 26 national "champion" companies that have led efforts to increase the supply and enhance the quality of dependent care services for their employees and the communities they live in throughout the United States. ABC investments of more than $250 million have been used to leverage millions in additional funding through partnerships with more than 85 local companies, 16 foundations and 12 city and state governments to fund programs and services in more than 65 U.S. communities.

5. **Influencing public policy.**
If one thinks about who makes public policy change happen (elected officials) and who influences them (families, friends and other leaders, including those from business), it is clear that there is a potentially powerful role that business leaders can play by influencing public policy.

Example: *United Way of Massachusetts Bay's Success By 6® Boston Initiative* worked with 50 of Boston's top business, media and advertising executives and city government, civic, labor, religious, health and education leaders to successfully lobby for universal child health insurance and a commemorative license plate that earns money for child care quality improvements.

APPENDIX II: RESOURCES

The Child Care Partnership Project, a multi-year technical assistance effort funded by the Child Care Bureau, U.S. Department of Health and Human Services, provides a series of technical assistance resources and materials to support and strengthen public-private partnerships to improve the quality and supply of child care. All of the materials produced under the Child Care Partnership Project are available through the National Child Care Information Center at http://nccic.org or by phone at (800) 616-2242. Child Care Partnership materials include:

Profiles of Existing Public-Private Partnerships

Fact Sheets on Innovative Approaches

Guide to Successful Public-Private Partnerships for Child Care

PowerPoint Presentation and Speaker Notes for the Guide to Successful Public-Private Partnerships for Child Care

In-depth Case Studies on Successful Partnership Approaches

Employer Toolkit Template for Engaging Business Partners

PowerPoint Presentation and Speaker Notes for Business Involvement in Child Care Partnerships

A Guide to Engaging Parents in Public-Private Child Care Partnerships

Using Results to Improve the Lives of Children and Families: A Guide for Public-Private Child Care Partnerships

Making the Case for Public-Private Child Care Partnerships—a video "meeting starter"

In addition, the following organizations offer a variety of related information, technical assistance and resources. Visit their web sites to learn more about the publications, research and events they sponsor.

Center for Work and Family
Boston College, St. Clement's Hall
140 Commonwealth Avenue
Chestnut Hill, MA 02167-3867
(617) 552-2844
Web site: http://www.bc.edu/bc_org/avp/csom/cwf

Child Care Action Campaign
330 Seventh Avenue, 14th Floor
New York, NY 10001
(212) 239-0138
(212) 268-6515 Fax
Web site: http://www.childcareaction.org

Child Trends, Inc.
4301 Connecticut Avenue NW, Suite 100
Washington, DC 20008
(202) 362-5580
(202) 362-5533 Fax
Web site: http://www.childtrends.org

The Conference Board
845 Third Avenue
New York, NY 10022-6679
(212) 759-0900
Web site: http://www.conference-board.org

Education Commission of the States
707 17th Street, Suite 2700
Denver, CO 80202-3427
(303) 299-3600
(303) 296-8332 Fax
Web site: http://www.ecs.org

Families and Work Institute
330 Seventh Avenue
New York, NY 10001
(212) 465-2044
(212) 465-8637 Fax
Web site: http://www.familiesandwork.org

The Finance Project
1000 Vermont Avenue, Suite 600
Washington, DC 20005
(202) 628-4200
(202) 628-4205 Fax
Web site: http://www.financeproject.org

National Association of Child Care Resource and Referral Agencies (NACCRRA)
1319 F Street NW, Suite 201
Washington, DC 20004
(202) 393-5501
(202) 393-1109 Fax
Web site: http://www.naccrra.net

National Association for the Education of Young Children (NAEYC)
1509 16th Street NW
Washington, DC 20036-1426
(202) 232-8777 or (800) 424-2460
(202) 328-1846 Fax
Web site: http://www.naeyc.org

National Child Care Information Center
243 Church Street NW, 2nd Floor
Vienna, VA 22180
(800) 616-2242
(800) 716-2242 Fax
TTY: (800) 516-2242
Web site: http://nccic.org

National Children's Facilities Network
c/o September Jarrett
San Francisco Child Care Facilities Fund
160 Sansome Street, 7th Floor
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National League of Cities
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United Way of America Success by 6
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Women's Bureau, U.S. Department of Labor
Clearinghouse on Work and Family
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Families and Work Institute
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Ten Tips for Getting and Keeping Business Involved: An Illustrated Guide for Early Childhood Leaders is designed to help early childhood leaders work effectively with business partners. The guide offers tips drawn from research and interviews with business leaders on how to create and sustain successful early childhood partnerships. It is designed for current and future leaders who want to start, improve or expand partnerships and can be used to plan meetings and strategy sessions, to enhance staff training and leadership development, to help evaluate efforts or to spark new partnership ideas. Each tip includes advice, quotes and/or short examples, along with drawings that illustrate basic dos and don'ts of working with business. The guide also includes a light-hearted quiz and a detailed list of other resources.

Families and Work Institute (FWI) is a non-profit center for research that provides data to inform decision-making on the changing workplace, changing family and changing community. Founded in 1989, FWI is known for ahead-of-the-curve, non-partisan research into emerging work-life issues; for solutions-oriented studies addressing topics of vital importance to all sectors of society; and for fostering connections among workplaces, families and communities. FWI's rigorous data are highly respected. Its research, which has influenced decisions across the nation, is sought out by business and community leaders, policy-makers, individual families, educators and the media. For more information, please see our Web site at http://www.familiesandwork.org.

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